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*Full Length Research Paper*

# **An Evaluation of Employees' Perception toward the Causes, Effects and Techniques of Conflict Management**

## **“An applied study for the Employees' Working at Ministry of Civil Service at Kingdom Of Saudi Arabia”**

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Conflict in the workplace is unavoidable. Each employee has a unique set of attitudes, skills, and beliefs that may differ from that of their co-workers. Schramm-Nielsen (2002) defines a conflict as a state of serious disagreement and argument about something perceived to be important by at least one of the parties involved. Barki and Hartwick (2004) explain conflict as “a dynamic process that occurs between interdependent parties as they experience negative emotional reactions to perceived disagreements and interference with the attainment of their goals” The purpose of this study is to evaluate employees' perception toward the causes, effects and techniques of conflict management an applied study for the employees' working at Ministry of Civil Service. The target population of t this research is all employees working in Ministry of Civil Service in order to evaluate their Perceptions toward causes & effects and techniques of conflict. The researcher has develop questionnaire which consists of Four-part .The first part consists of five questions containing demographic information, The Second part consist of Six questions related to causes of organizational conflict .The third part consist of Six questions related to effects of conflict The fourth part consist of Six questions related to what technique do managers adopt in solving such conflict. All the items were measured using five-point Likert scale ,five points for “Strongly agree”, four points for “Agree”, three points for “Neutral ”, two points for “Disagree”, and one point for “Strongly disagree”. Based on SPSS result shown in table (7 -8 -9), correlation is significant at the (0.05) level in dimension one (causes of conflict) and dimension two (effects of conflict) along with dimension three (What Techniques do Managers Adopt in solving such Conflict) which reflect high validity for data to be used for analysis. Based on SPSS result shown in table (10 -11-12), Cronbach's alpha determines the internal

consistency or average correlation of items in a survey instrument to gauge its reliability, table (10 -11-12) alpha coefficient greater than the minimum acceptable 60%. The finding indicated that (Q1& Q3) scored (4.62) and (4.43) which reflect that employees strongly agree about cause of conflict at Ministry of Civil Service come from problems in communications process, ambiguity and role conflict. The results also indicated that total mean of question number (Q2& Q5) scored (3.98) and (3.99) which reflect that employees agree about cause of conflict at Ministry of Civil Service come from poor flow of information and incompatible goals while the total mean for (Q4) is (3.33) which reflect neutral answer. The finding indicated that (Q7& Q9) scored (4.59) and (4.36) which reflect that Employees working at Ministry of Civil Service strongly agree about effect of conflict lead to lack of interest in work, Job dissatisfaction and low productivity. The results also indicated that total mean of question number (Q8 &Q11 &Q12) scored (3.46) and (3.97) and (3.45) which reflect that employees agree about effect of conflict lead to low quality, lack of new ideas and resignation from work while the total mean for (Q10) is (3.33) which reflect neutral answer. The finding indicated that (Q14& Q15 & Q16 & Q17& Q18) scored ( 3.62 3.62-3.41- 3.79- 3.48) which reflect that employees working at Ministry of Civil Service agree on managerial technique to manage conflict are Constant dialogue , Accommodating, Compromising , Avoiding , Dominating by force on other party and solving the problem while the total mean for (Q13) is (3.27) which reflect neutral answer. Finally, Based on research results and literature review, the researcher develop some advanced tools to solve conflict.

**Keywords:** Conflict, Employees Perception, Causes of Conflict, Effects of Conflict, Conflict Management Techniques.

## INTRODUCTION

Workplace conflict is an unavoidable consequence of professional life. (Kaveh Hasani & other 2014) mentioned that conflict is an integral part of human life. A quick overview and the level of the historical events show that conflict is one of the most prominent aspects of human life so a person who says that conflict is a current issue that has preoccupied the human mind has a true claim (Havenga, 2002). Conflict management is one of the most essential issues in the conflict literature. Conflict management is one of the most essential issues in the conflict literature. It refers to behaviors which participants use when they are in conflict. Functional conflict, results in positive benefits to individuals, the group, or the organization (Schermerhon, Hunt, & Osborn, 2000).

The present research will focus on the evaluation of employees' perception toward the causes, effects and techniques of conflict management an applied study for the Employees' Working in Ministry of Civil Service.

### Research Problem

While workplace conflicts have been widely studied in the literature .The main problem of this research is to evaluate employees' perception toward the causes,

effects and techniques of conflict management an applied study for the employees' working in ministry of civil service in order to

### Research Questions

Based on research problem, the researcher formulates the research questions as below:

- A- What are the perception of respondents toward main causes of conflict?
- B- What are the perception of respondents toward main effects of conflict?
- C- What technique do managers adopt in solving such conflict according to the perception of employees' working at Ministry of Civil Service?

### Research Objectives

By reviewing studies, reports, periodicals and books related to the topic of study, the researcher identify the main objectives of this research as below:

- A- Defining conflict and conflict management definition.

- B- Determining the main types of conflict.
- C- Classification of workplace conflict.
- D- Determining the views on conflict.
- E- Identifying the main sources of organizational conflicts and Study Variables.
- F- Determining the costs of conflict at workplace.
- G- Determining updating conflict statistics.
- H- Identifying conflict management paradigm.
- I- Identifying conflict management strategies.
- J- Determining positive & negative consequences of conflict in Organizations.
- K- Defining employees' perception.
- L- Identifying Ministry of Civil Service ( vision & mission & values)
- M- Identify employees' perception toward the causes, effects and techniques of conflict management based on statistical analysis (SPSS).

## RESEARCH METHODOLOGY

The descriptive survey research method was adopted. This design was adopted because it is most appropriate and helpful in determining and describing the perception of respondents on the variables studied (Gay, 1992; Newman, 2003). The target population of this research is all employees' working at Ministry of Civil Service.

The researcher designed and distributed 150 questionnaire forms and excluded 12 forms due to the lack of information which means overall sample is 138. The data for the study was collected at September 2017. The data collected were edited, coded and processed with the Statistical Package for Science Solutions (SPSS), and discussed in narrative style for clarity and better understanding.

### Samples Design

The target population of t this research is all employees working at Ministry of Civil Service in order to evaluate their perceptions toward causes & effects and techniques of conflict.

## DATA COLLECTION METHOD

Based on the literature reviews and other researchers who analyze the causes and effect of conflict like

- Khaled Alshuwairakh 2017
- Kaveh Hasani 2014
- Dzisi, Smile 2014

- Bernard Oladosu & Ashimi Rashidat 2014
- Abdul Ghafoor Awan & Sehar Saeed 2015

The researcher has develop questionnaire which consists of Four-part questionnaire, the first part consists of five questions containing demographic information, The Second part consist of Six questions related to causes of organizational Conflict .The third part consist of Six questions related to effects of conflict The fourth part consist of 6 questions related to what technique do managers adopt in solving such Conflict. .All the items were measured using five-point Likert scale ,five points for "Strongly agree", four points for "Agree", three points for "Neutral ", two points for "Disagree", and one point for "Strongly disagree".

Likert scale analysis has been used as below:

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

## DATA ANALYSIS METHODS

Descriptive statistical techniques has been used to describe the characteristics of the study sample as below:

- Percentages , frequencies , Mean and standard deviation
  - "Five - Point-Likert Scale".
  - The statistical package (SPSS) is used for analyzing data and general information.
- Correlation coefficient (Cronbach's alpha- Pearson correlation coefficient) and interpretation of results.

## Literature review

### Conflict and Conflict Management Definition

There is no one agreed upon definition of workplace conflict as there are conflicts about the definition of conflict (Tjosvold, 2008).

Workplace conflict is almost inevitable when employees of various backgrounds and different approaches to their jobs are brought together for a shared business purpose.

Schramm-Nielsen (2002) defines a conflict as a state of serious disagreement and argument about something perceived to be important by at least one of the parties involved. Mullins (2005) sees conflict as behavior intended to obstruct the achievement of some other person's goals. According to this author, conflict is based

on the incompatibility of goals and arises from opposing behaviors. It can be viewed at the individual, group or organizational level. Conflict is defined as a disagreement, a battle or to be at odds. Kohlrieser (2007) described conflict as a manifestation of difference between two or more persons or groups characterized by tension, disagreement, emotion or polarization, where bonding is broken or lacking. Alshuwairkh (2017) cited from Dzisi, Smile (2014) several attempts have been made by various authorities at defining conflict in modern societies. However, no single definition stands out so clearly and distinct. Conflict is synonymous with antagonism, opposition, disagreement, discord, combat and encounter. Hellriegel (2010), define conflict management as the interventions designed to reduce conflict, or in some instances, to increase insufficient conflict. It is a process whereby managers design plans, and implement policies and procedures to ensure that conflict situations are resolved effectively. Based on Ndulue & Ekechukwu (2016) cited from Hellriegel (2010), define conflict management as the interventions designed to reduce conflict, or in some instances, to increase insufficient conflict. It is a process whereby managers design plans, and implement policies and procedures to ensure that conflict situations are resolved effectively.

Researcher suggest that Conflict management is a managerial techniques and ways to minimize conflict in order to achieve organizational goals.

## **Types of Conflict**

Okuntade Tope Femi (2014) summarized types of conflict as below:

### **Interpersonal Conflict**

This form of conflict occurs between two or more individuals who have divergent or opposite outcomes (goals), attitudes, values or behavior and fail to share the same views, and have different interest or goals. Interpersonal conflicts also arise in a workplace due to natural differences in human personality, beliefs or work ethics. Co-workers may disagree over problem-solving tactics or shared resources, or employee may enter conflict with customers and clients, managers and supervised employees can also fall into routine disagreements over managerial style or workplace expectation. According to Mcshane and Von Glinow (2000), the most commonly cited reasons for interpersonal conflict in organizations are personality

differences, perceptions, clashes of values and interests, power and status differences, and scarce resources. The most frequent type of conflict experienced by employees in many organization is interpersonal conflict (Adomi & Anie, 2005; Hotepo et al., 2010).

### **Intra-personal Conflict**

Intrapersonal conflict occurs within an individual .Intrapersonal conflict is the conflicts we face in our day to day activities, that is, the kind of conflict human face within themselves this occurs within an individual possess some form of conflicting goals, such as when an action involves both positive and negative outcomes. Intra-personal conflicts occur when a decision need to be taken, it is a conflict of the mind.

### **Intra-group Conflict**

Intragroup conflict (or infighting) involves more people than intra-personal and inter-personal conflict: it is conflict between some or all of a group's members within the organization. It can also refer to conflicts between members of the same group or team. There are two main types of intra-group conflict: task conflict and relationship or emotional conflict.

### **Inter-group Conflicts**

This is conflict that involves two or more groups within an organization. It is occurs between groups of people based on race, religion, ethnicity or levels of decision-making. These groups could be formal or informal, and the members of these groups interact with each other for different purposes. These groups differ in goals, work activities, power, and prestige.

### **Researchers comments on types of conflict**

Since there are different types of conflict which has been mentioned above, Managers should manage wisely their employee's and determine their need in order to achieve organizational goals effectively.

### **Classification of Workplace Conflict**

Olukayode Longe (2015) cited from Ogunbameru (2006)

Sr. No	Causes of conflict
1	Poor communication / miscommunication
2	Poor organizational structure
3	Poor performance
4	Repetitive negative behavior
5	Strong negative misperceptions
6	Perceived breach of faith & trust between individual
7	Personality clashes / ego problem
8	Differences in values
9	Goal differences
10	Unresolved disagreement that was escalated to an emotional level
11	Issues of wages and salaries
12	Unfavorable government policies
13	Lack of cordial relationship between labor and management

**Figure 1.**  
Source: Abdul Ghafoor Awan & Sehar Saeed (2015)



**Figure 2.**  
Source: Obasan Kehinde, A.(2011), Impact of Conflict Management on Corporate Productivity

classified workplace conflict into two broad types: informal and formal workplace conflicts. According to him, conflict in work-relations is informal when it is not based on any systematic organizational problem but results directly from a source of grievance and supposedly is wholly expressive in nature. In this connection, the underlying sources cannot be openly seen, but can be inferred from unconscious form of protest, sabotage, unruly behaviour and poor work-attitudes by employees in organizations. If the situation is sufficiently widespread, it can significantly affect employee job description focus,

turnover and impact on the prosperity of an organization (Kazimoto, 2013). On the other hand, formal workplace conflict is referred to as an organized expression of conflict articulated through a trade union or other workers representatives (Ogunbameru, 2006). This type of conflict is highly visible, since it is often a conscious strategy or calculated attempt to obtain alteration in employment relationship. To sum all, Albert (2001) averred that there are two sides to workplace conflict, whether formal or informal, one is destructive and unhealthy and the other is productive and healthy, having a problem solving base.

CAUSES OF CONFLICTS	CONFLICT MANAGEMENT TECHNOLOGIES		
	COLLABORATION	BARGAINING	POWER PLAY
External pressures	Open systems planning	Negotiation	Force and threats of force, use of laws co-optation, strategic use of information, coalition building
Individual stress	Counseling, coaching, problem solving	Contracting	Transfer, careful job description
Power struggles	Build organizational climate, make decisions close to information source, best ideas prevail, encourage participation problem-solving	Negotiation, solve substantive issues of scarce resource, allocation, establish power parity	Use of legitimate authority, co-optation, coalition building, favor system
Low interdependence	Increasing group Interaction	Negotiation to enhance interaction	Use of legitimate authority to structure more interaction
Role disputes, differentiation, high interdependence	Team building, communication skills, problem solving, confrontive style, imaging, third party consultation, climate		Support with formal authority and rewards

Source: Derr, G. B. (1975): Major causes of organizational conflict: Diagnosis for action; Working paper, Naval Postgraduate School, Monterey, California.

Figure 3

However, the two conflict situations are neither bad nor good, since disagreement and dissatisfaction must occur in work-relations for adjustment to be made to improve total workplace performance.

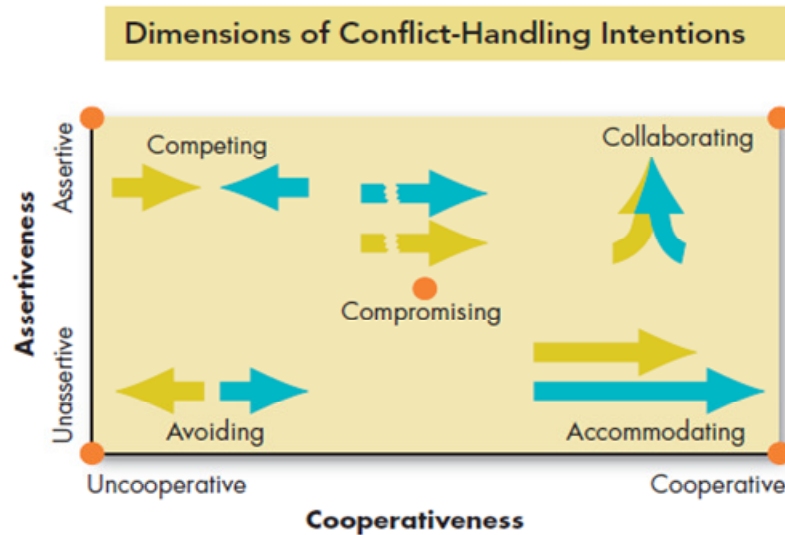
**Views on Conflict**

Workplace conflict is an unavoidable consequence of professional life .There are various perceptions regarding conflicts. (Bernard &Ashimi 2014)

**Traditional View (1930-1940)**

One school of thought says that conflict must be avoided as it reflects malefaction within the group. Conflict is viewed negatively and is associated with violence and destruction. Conflict is a result of poor communication and a lack of trust between people. Conflict can be eliminated or resolved only at high level of management. According to this view, all conflicts should be avoided. Thus, there is need to pay attention to causes of conflict and correct them in order to improve group and





Source: Robbins and Judge (2013), Organizational Behavior, Conflict and Negotiation, 15th Global Edition, Pearson education.  
**Figure 4.**

**Conflict-Resolution Techniques**

<i>Problem solving</i>	Face-to-face meeting of the conflicting parties for the purpose of identifying the problem and resolving it through open discussion.
<i>Superordinate goals</i>	Creating a shared goal that cannot be attained without the cooperation of each of the conflicting parties.
<i>Expansion of resources</i>	When a conflict is caused by the scarcity of a resource (for example, money, promotion, opportunities, office space), expansion of the resource can create a win-win solution.
<i>Avoidance</i>	Withdrawal from or suppression of the conflict.
<i>Smoothing</i>	Playing down differences while emphasizing common interests between the conflicting parties.
<i>Compromise</i>	Each party to the conflict gives up something of value.
<i>Authoritative command</i>	Management uses its formal authority to resolve the conflict and then communicates its desires to the parties involved.
<i>Altering the human variable</i>	Using behavioral change techniques such as human relations training to alter attitudes and behaviors that cause conflict.
<i>Altering the structural variables</i>	Changing the formal organization structure and the interaction patterns of conflicting parties through job redesign, transfers, creation of coordinating positions, and the like.

**Conflict-Stimulation Techniques**

<i>Communication</i>	Using ambiguous or threatening messages to increase conflict levels.
<i>Bringing In outsiders</i>	Adding employees to a group whose backgrounds, values, attitudes, or managerial styles differ from those of present members.
<i>Restructuring the organization</i>	Realigning work groups, altering rules and regulations, increasing interdependence, and making similar structural changes to disrupt the status quo.
<i>Appointing a devil's advocate</i>	Designating a critic to purposely argue against the majority positions held by the group.

Source: Robbins and Judge (2013), Organizational Behavior, Conflict and Negotiation, 15th Global Edition, Pearson education  
**Figure 5.**

organization performance (Robins, 2005). Most conflicts have negative connotations, invoke negative feelings and often lead to destruction. Whether the effect of conflict is good or bad depends on the strategies used to deal with it (Rahim, 1986).

**The Human Relations or Contemporary View (1940-1970)**

Conflict is a natural occurrence in all groups. The human relations school accepts conflict. It believes that conflict

**Consequences of conflict**

Positive Consequences	Negative Consequences
<ul style="list-style-type: none"> <li>Leads to new ideas</li> <li>Stimulates creativity and innovation</li> <li>Motivates change and consideration of new approaches and ideas</li> <li>Promotes organizational vitality</li> <li>Helps individuals and groups establish identities</li> <li>Increases loyalty and performance within each of the groups in conflict</li> <li>Serves as a safety valve to indicate problems by bringing them out into the open</li> </ul>	<ul style="list-style-type: none"> <li>Diverts energy from work</li> <li>Threatens psychological well-being</li> <li>Wastes resources</li> <li>Creates a negative climate</li> <li>Interferes with communication</li> <li>Breaks down group cohesion</li> <li>Can increase hostility and aggressive behaviors</li> <li>Leads to an increase in politics (i.e., individual efforts to acquire power to advance their own efforts)</li> <li>Leads groups to stereotype each other</li> <li>Reduces the organization's capacity to complete in the marketplace</li> </ul>

Source: Nelson & Quick (2009), Organizational Behavior, 6th edition, published by South- Western College Pub, Chapter 13.  
**Figure 6.**

**Table 1 :** All demographic variable - SPSS results

		Gender	Age	Education	position	Experience
N	Valid	138	138	138	138	138
	Missing	0	0	0	0	0

**Table 2:** demographic variable- Gender –SPSS results

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	86	62.3	62.3	62.3
	Female	52	37.7	37.7	100.0
	Total	138	100.0	100.0	

may benefit a group's performance (Robbins, 2005). Dispute happens from time to time and it is not wise to put too much effort into avoiding or preventing the conflict. Concentrating only on large or critical conflicts allows people to resolve the conflict in a better and more effective way (Leung, 2009). According to this view, conflict is seen as a natural and inevitable outcome of people working together in groups and teams. Thus it needs not necessarily be viewed negatively, but rather positively as a potential force in contributing to the performance of individuals (Robbins, et al, 2003).

**The Interactionist View**

According to this view, conflict is not only a positive force, but is also necessary for an individual to perform effectively. Resolving conflicts means challenging normal

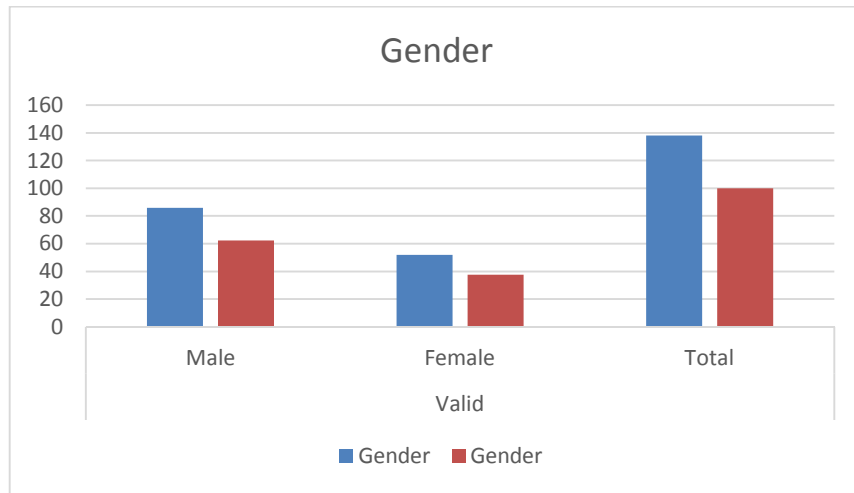
processes and procedures in an effort to improve individual productivity or introduce innovative systems (Robbins, et al, 2003). Conflict is necessary to perform effectively, but not all conflicts are good. This school of thought has identified several types of conflict:

- task conflict, relates to the content and goals of the work;
- Relationship conflict, which focuses on interpersonal relationships; and
- Process conflict, which relates to how the work gets done (Robbins, 2005).

**Sources of Organizational Conflicts and Study Variables**

Reseahers Kaveh Hasani & others cited from Salleh and Adulpakdee (2012), in their study entitled as "Causes of





Source: "Made by author"  
**Figure 7.**

**Table 3.** demographic variable- AGE –SPSS results

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 25	55	39.9	39.9
	26-35	26	18.8	58.7
	36-45	35	25.4	84.1
	More than 45	22	15.9	100.0
	Total	138	100.0	100.0

conflict and effective methods of conflict management at Islamic secondary schools in Yala, Thailand” found that principles perceived that the main cause of conflicts occurring in school was the ambiguously defined responsibilities” and the teachers agreed that “different perception” were the major cause of conflict in school. Also, interestingly, both principals and teachers strongly agreed that the most effective method of solving conflict was to find the causes and take the proper steps for the solutions .Based on Obasan Kehinde (2011), there are many sources of organizational conflicts as categories by Jones and George (2003) with each category having its unique characteristics. However There Are many researchers has determined the sources of organizational conflict for example Abdul Ghafoor Awan & Sehar Saeed (2015) determined 13 variables for organizational conflicts as below table

Researcher Alshuwairkh (2017) summarize causes of conflict in (Poor communication -Poor organizational

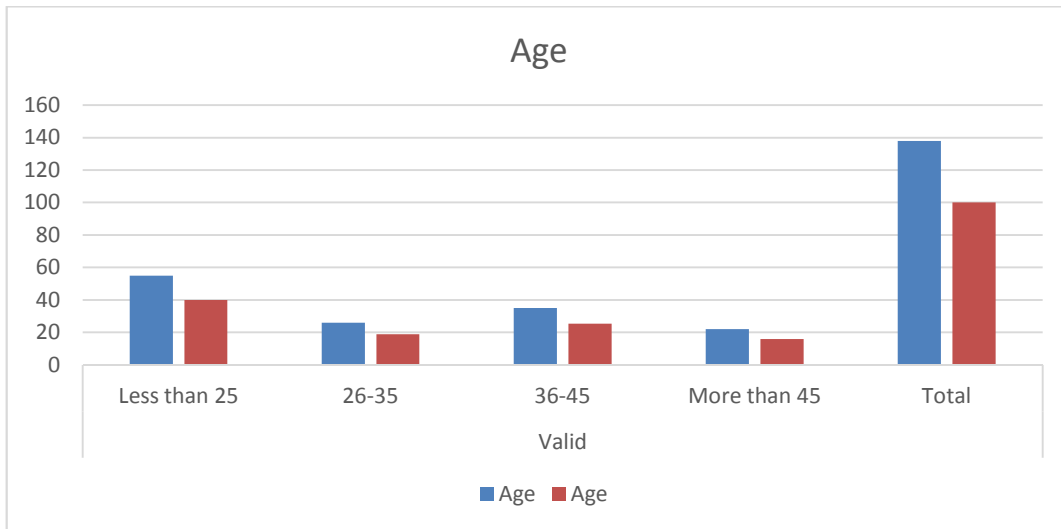
structure - Poor performance - Personality clashes / ego problem -Issues of wages and salaries).

Based on above published researches, articles and books related to study topics, The researchers has determined the main causes of conflict (study variables) as below to evaluate Employees’ Perception toward causes of conflicts by using statistical analysis

- Problems of communications.
- Poor flow of information.
- Ambiguity and role conflict.
- Non-involvement of staff in decision-making.
- Incompatible goals.
- Wages and salaries unfair.

**Costs of Conflict at Workplace**

(Riaz and Fatima 2011), Unresolved conflict generates many serious consequences involving high financial and



Source: "Made by author"  
**Figure 8.**

**Table 4.** demographic variable- Education –SPSS results

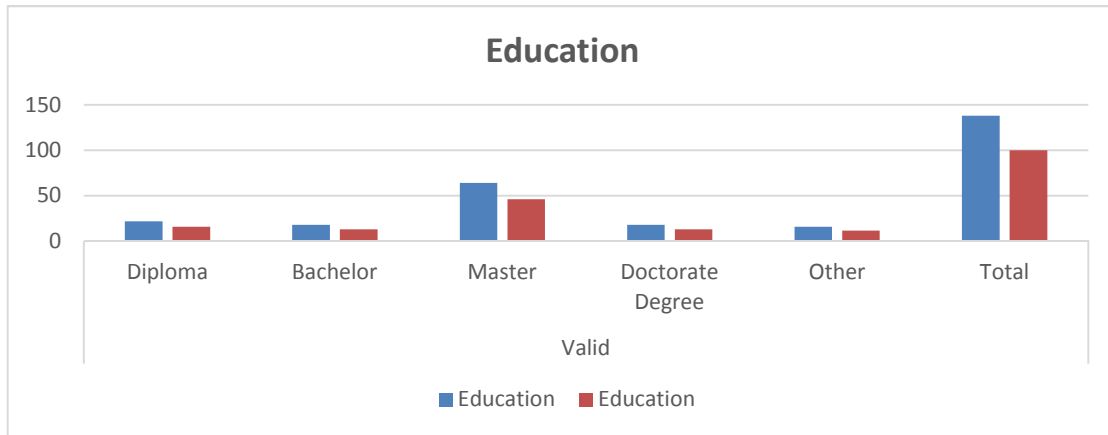
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Diploma	22	15.9	15.9	15.9
	Bachelor	18	13.0	13.0	29.0
	Master	64	46.4	46.4	75.4
	Doctorate Degree	18	13.0	13.0	88.4
	Other	16	11.6	11.6	100.0
	Total	138	100.0	100.0	

human costs. Conflict may lead to frustration, tension, low morale, missing meeting deadlines, Lack of self-confidence, low trust level, communication problems, absenteeism, and legal proceedings (Buss, 2009). According to Levine (1998), costs of conflict comprises of: Direct cost – fees of layers and other professionals; productivity cost – value of lost time / opportunity cost; continuity cost – loss of ongoing relationship; and emotional cost – the pain of being held by emotions. Dana (2001) identified eight hidden costs of conflict: wastage of time, bad quality of decisions made, loss of skilled employees, restructuring inefficiencies, lowered job motivation, disruption, absenteeism, and health costs (Riaz, 2010). Buss (2009) divided cost of conflict at workplace in three categories: cost to organization, cost to employees, and cost to clients.

**Conflict statistics**

There are some statistical related to conflict adapted by Deborah Mihm & Matt Fairbank (2012) as below:

- Workplace conflict is unavoidable, but that doesn't mean it has to put a crimp in business or leave anyone in danger.
- Overall Impact of conflict Research shows that 60 - 80% of all difficulties in organizations stem from strained relationships between employees, not from deficits in individual employee's skill or motivation.
- The typical manager spends 25 - 40% of his or her time dealing with workplace conflicts (one to two days of every workweek).
- Fortune 500 senior executives spend 20% of their time in litigation activities.



Source: "Made by author"  
**Figure 9.**

**Table 5.** demographic variable- job position –SPSS results

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Accountant	50	36.2	36.2
	Engineer	4	2.9	39.1
	Manager	44	31.9	71.0
	Administrative staff	15	10.9	81.9
	Other	25	18.1	100.0
	Total	138	100.0	100.0

- In 2008, U.S. employees spent 2.8 hours per week dealing with conflict. This amounts to \$359 billion in paid hours (based on average hourly earnings of \$17.95), and the equivalent of 385 million working days ( nationwide)
- Unresolved conflict significantly increases personal stress levels. The total value of lost work time due to stress is estimated to be over \$1.5 billion annually.
- The number of employees seeking (Mental Health) help for work - related conflict has increased (from) 23% in 1999 to close to 30% in 2001.

**Conflict Management Paradigm**

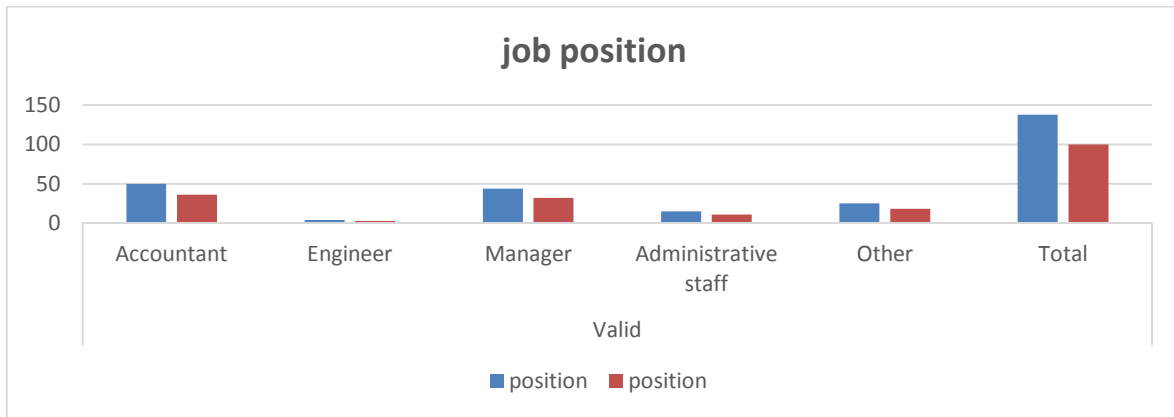
Based on researcher Mba Okechukwu Agwu (2013) cited from Derr 1975 below table illustrates the various technologies applicable to each major cause of conflict given the three different approaches.

**Conflict Management Strategies**

(Daria Prause 2015), There are some strategies to manage conflict. Thomas and Kilmann defined five modes for responding to conflict situations and which are used by managers in decision making process (Mujtaba and McCartney, 2010):

**Competing**

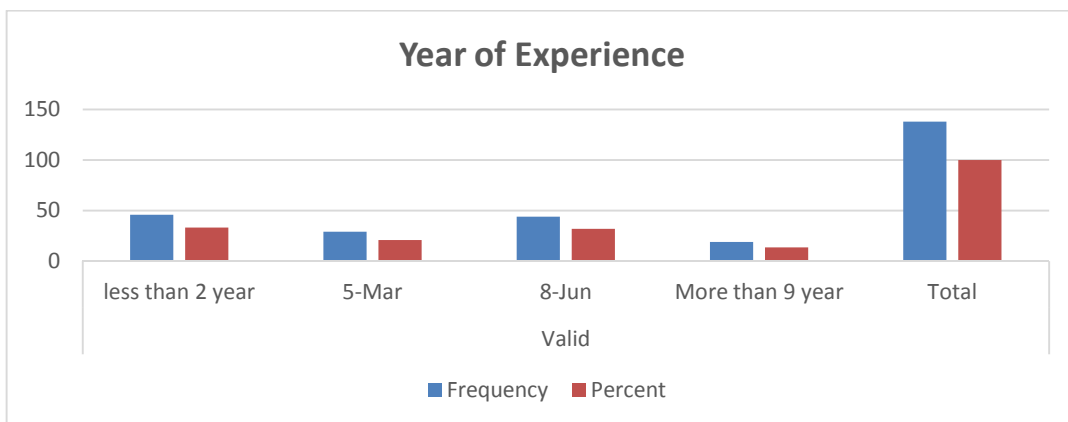
When an individual pursues his/her own concerns at the other person's expense (Kilmann, 2007, para. 5). This mode can be described as forcing and using a formal authority or power one possesses to satisfy his/her wishes and desires. A party should act in a very assertive way without any cooperation which might be necessary for emergency or time sensitive situations. Ethical



Source: "Made by author"  
**Figure 10.**

**Table 6:** demographic variable- Year of Experience –SPSS results

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 2 year	46	33.3	33.3
	3-5	29	21.0	54.3
	6-8	44	31.9	86.2
	More than 9 year	19	13.8	100.0
	Total	138	100.0	100.0



Source: "Made by author"  
**Figure 11.**

dilemma is likely to occur in this type of conflict strategy as one of the parties could find it difficult to act in a way that helps the organization or others as it goes against his or her principles and interests (Jones & George, 2014). A manager is acting in a very assertive way to

achieve his or her own goals without seeking to cooperate with other employees, and it may be at the expense of those other employees. This approach may be appropriate for emergencies when time is of the essence.

**Table 7 : Pearson correlation – dimension ONE - causes of conflict**

		Mean1	Q1	Q2	Q3	Q4	Q5	Q6
Mean1	Pearson Correlation	1	.265**	.429**	.312**	.488**	.392**	.620**
	Sig. (2-tailed)		.002	.000	.000	.000	.000	.000
	N	138	138	138	138	138	138	138
Q1	Pearson Correlation	.265**	1	-.002	.136	-.221**	.164	-.108
	Sig. (2-tailed)	.002		.981	.112	.009	.054	.208
	N	138	138	138	138	138	138	138
Q2	Pearson Correlation	.429**	-.002	1	-.192	.492**	-.253**	.262**
	Sig. (2-tailed)	.000	.981		.024	.000	.003	.002
	N	138	138	138	138	138	138	138
Q3	Pearson Correlation	.312**	.136	-.192	1	-.363**	.407**	-.142
	Sig. (2-tailed)	.000	.112	.024		.000	.000	.098
	N	138	138	138	138	138	138	138
Q4	Pearson Correlation	.488**	-.221**	.492**	-.363**	1	-.307**	.494**
	Sig. (2-tailed)	.000	.009	.000	.000		.000	.000
	N	138	138	138	138	138	138	138
Q5	Pearson Correlation	.392**	.164	-.253**	.407**	-.307**	1	-.113
	Sig. (2-tailed)	.000	.054	.003	.000	.000		.185
	N	138	138	138	138	138	138	138
Q6	Pearson Correlation	.620**	-.108	.262**	-.142	.494**	-.113	1
	Sig. (2-tailed)	.000	.208	.002	.098	.000	.185	
	N	138	138	138	138	138	138	138

\*\* . Correlation is significant at the 0.01 level (2-tailed).  
 \* . Correlation is significant at the 0.05 level (2-tailed).

**Accommodating**

Neglecting of an individual's concerns in favor of some other person. This type of conflict solving technique appears when parties cooperate very well and one of the members is an expert in the given situation, thus is able to provide a better solution even if it works against somebody else's goals and desired outcomes. According to (Madiha & Shazia 2015) this style is preferred when the conflicting issue is more important for other party than for you. The goal of accommodating is "I lose you win." People who used the accommodating style use passive behavior.

**Avoiding**

When a person neither pursues his/her own concerns nor those of the other individuals (Kilman, 2007). This type of situation takes place when one of the parties does not want to participate in the conflict and pays no attention to it. It might happen when one of the parties has no interest in the conflict, does not wish to win the argument or is emotionally unwilling to create any tension, and hoping that the situation would pass by.

**Collaborating**

Implies working together to find a solution that satisfies all parties. The definition of collaboration in many

dictionaries can be summed up as cooperation with the other party to express and hear concerns in the effort to find a mutually satisfactory outcome. It is also called a "win-win" scenario which is possible when one takes into consideration the wishes of all parties, broadens the frames of usual solutions and analyzes all of the ideas to create absolutely new and fresh outcome.

**Compromising**

Resolves the conflict with partial satisfaction of both parties. Sadly, it resolves the issue temporary. These conflict tactics can also be classified into three general groups: integration or working with people, distributive or working against people, and avoidance or working away from other people (Cupach and Canary, 2010). The ultimate goals of any conflict managing technique are to create a positive and conflict free atmosphere at the workplace, find a better solution to a problem and provide long life for the organization and their teams. Alshuwairekh. (2017) had mentioned to conflict management techniques cited from Robbins and Judge (2013) as below table

**Researchers comments on Conflict Management Strategies**

Based on above published researches, articles and

**Table 8 : Pearson correlation – dimension TWO - effects of conflict**

		Mean2	Q7	Q8	Q9	Q10	Q11	Q12
Mean2	Pearson Correlation	1	.124	.762**	.291**	.380**	.244**	.501**
	Sig. (2-tailed)		.148	.000	.001	.000	.004	.000
	N	138	138	138	138	138	138	138
Q7	Pearson Correlation	.124	1	-.017	.384**	-.114	-.119	-.192*
	Sig. (2-tailed)	.148		.846	.000	.184	.165	.024
	N	138	138	138	138	138	138	138
Q8	Pearson Correlation	.762**	-.017	1	.239**	.125	.083	.134
	Sig. (2-tailed)	.000	.846		.005	.145	.330	.118
	N	138	138	138	138	138	138	138
Q9	Pearson Correlation	.291**	.384**	.239**	1	-.309**	.266**	.122
	Sig. (2-tailed)	.001	.000	.005		.000	.002	.152
	N	138	138	138	138	138	138	138
Q10	Pearson Correlation	.380**	-.114	.125	-.309**	1	-.348**	.067
	Sig. (2-tailed)	.000	.184	.145	.000		.000	.438
	N	138	138	138	138	138	138	138
Q11	Pearson Correlation	.244**	-.119	.083	.266**	-.348**	1	-.005
	Sig. (2-tailed)	.004	.165	.330	.002	.000		.957
	N	138	138	138	138	138	138	138
Q12	Pearson Correlation	.501**	-.192*	.134	.122	.067	-.005	1
	Sig. (2-tailed)	.000	.024	.118	.152	.438	.957	
	N	138	138	138	138	138	138	138

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

books related to study topics, researcher will investigate how the managerial techniques to solve internal conflict at Ministry of Civil Service based on their employees' Perception .Below dimension which will be investigated:

- Improvement in communication and determining tasks
- Constant dialogue
- Accommodating
- Compromising
- Avoiding
- Dominating by force on other party
- Solving the problem

**Positive & Negative Consequences of Conflict in Organizations**

Nelson & Quick (2009), summarize Consequences of Conflict in Organizations as below table

**Researchers comments on Consequences of Conflict**

Based on above published researches, articles and books related to study topics, researcher will investigate the consequences of conflict at Ministry of Civil Service

based on their employees' Perception .Below dimension which will be investigated

- Lack of interest in work and
- Job dissatisfaction
- Low quality
- Low productivity
- Absenteeism
- Lack of new ideas
- Resignation

**Employees' Perception**

According to Michener, DeLamater and Myers, ( 2004 ) perception is the process through which individuals form impressions of other people's traits and personalities. According to Mullins (2005), perception is the mental function of giving significance to stimuli such as shapes, color, sound, pressures and feelings. According to Godwin (2009) there are three types of characteristics that influence the perception of an individual. The first is the perceiver's specific characteristics such as the perceiver's familiarity with the object and attitude. The second category of characteristics target specific ones such as the physical



**Table 9** : Pearson correlation – dimension Three- What Technique do Managers Adopt in solving such Conflict

		Mean3	Q13	Q14	Q15	Q16	Q17	Q18
Mean3	Pearson Correlation	1	.739**	.661**	.546**	.278**	.204*	.372**
	Sig. (2-tailed)		.000	.000	.000	.001	.016	.000
	N	138	138	138	138	138	138	138
Q13	Pearson Correlation	.739**	1	.626**	.277**	.080	-.038	.041
	Sig. (2-tailed)	.000		.000	.001	.351	.661	.631
	N	138	138	138	138	138	138	138
Q14	Pearson Correlation	.661**	.626**	1	-.028	.354**	-.146	.102
	Sig. (2-tailed)	.000	.000		.742	.000	.087	.233
	N	138	138	138	138	138	138	138
Q15	Pearson Correlation	.546**	.277**	-.028	1	-.255**	.423**	.082
	Sig. (2-tailed)	.000	.001	.742		.003	.000	.336
	N	138	138	138	138	138	138	138
Q16	Pearson Correlation	.278**	.080	.354**	-.255**	1	-.309**	.034
	Sig. (2-tailed)	.001	.351	.000	.003		.000	.691
	N	138	138	138	138	138	138	138
Q17	Pearson Correlation	.204*	-.038	-.146	.423**	-.309**	1	-.298**
	Sig. (2-tailed)	.016	.661	.087	.000	.000		.000
	N	138	138	138	138	138	138	138
Q18	Pearson Correlation	.372**	.041	.102	.082	.034	-.298**	1
	Sig. (2-tailed)	.000	.631	.233	.336	.691	.000	
	N	138	138	138	138	138	138	138

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

appearance of the target and the intention of the target as understood by the perceiver. The last category includes situation s specific characteristics such as social context of interaction. Perception largely determines how people relate with others and how they react to various s situations in their environment.

The present research will focus on the evaluation of employees’ perception toward the causes, effects and techniques of conflict management applied study for the Employees’ Working in Ministry of Civil Service.

**Ministry of Civil Service ( Vision & Mission & Values)**

**Vision**

A civil service represents professional practices, through human resources with distinct capacities contribute efficiently and effectively in improving performance and productivity, upgrading its employees and services, and advancing the administrative development process in various sectors of government.

**Mission**

Working on the provision of merit-based systems, policies and procedures characterized by transparency, integrity

and equal opportunities of selection, recruitment and development to achieve job satisfaction for civil servants in Saudi Arabia and upgrade the level of services provided to citizens.

**Values**

**Integrity**

The Ministry of Civil Service adopts the best professional and ethical practices that generate and reinforce confidence in its practices, and deals with the pertinent parties respectfully and professionally.

**Transparency**

The Ministry of Civil Service adopts the principle of transparency in all its operations, and procedures. It is committed to the disclosure of achievements and the results achieved in order to inform the citizens, government agencies, and civil servants in the kingdom.

**Equal Opportunities**

The Ministry of Civil Service ensures equal opportunities

**Table 10: Reliability Statistics ( Q1-Q6)**

Cronbach's Alpha	N of Items
.780	6

**Table 11: Reliability Statistics ( Q7-Q12)**

Cronbach's Alpha	N of Items
.740	6

**Table 12: Reliability Statistics ( Q13-Q18)**

Cronbach's Alpha	N of Items
.690	6

**Table 13 :Descriptive Statistics**

		Q1	Q2	Q3	Q4	Q5	Q6	Mean1
N	Valid	138	138	138	138	138	138	138
	Missing	0	0	0	0	0	0	0
Mean		4.62	3.98	4.43	3.33	3.99	3.94	4.0483
Std. Deviation		.786	.709	1.003	1.275	1.223	1.213	.44676

Sources: SPSS results

for all citizens in the selection and recruitment process as well as promotions, qualifications, training and other areas of the civil service.

**- Cooperation and consultation**

The Ministry of civil service adopts a strategy of integration between the various government bodies and constructive communication with civil servants. In addition, it cooperates with local and international distinct institutions through partnership programs to promote and improve the efficiency and effectiveness of the work, and to live up to expectations.

**- Merit**

Merit is the basis upon which the Ministry of the Civil Service depends on meeting the needs of governmental agencies, achieving the aspirations of civil servants, and putting the right employee in the right job. Merit is represented in the verse: «Indeed, the best one you can hire is the strong and the most trustworthy »

**Efficiency**

The Ministry of Civil Service adopts the optimal utilization of resources in order to achieve the desired goals, with a

commitment to the quality of service in the shortest time and with the lowest cost and effort.

**Acceleration of achievements**

The Ministry of civil service adopts a strategic concept for e-communication with external parties, job seekers, and public employees to ensure fast and accurate transactions through the activation of the technology and e-communication, and exchange of information via various automated communication channels

**Previous studies**

Researcher will demonstrate advanced previous studies related to study topics:

**A- Faisal Hanif & Other (2016), Impact of Intra-group Conflict on Group Performance-moderating Role of Cultural Diversity.**

**Results:** Findings indicated that intragroup conflict had direct negative effects on group performance effectiveness. Furthermore, our findings suggest that reducing intragroup conflict and providing team members with the abilities to manage conflict effectively is a way to increase group performance and implement strategies to

**Table 14 : Descriptive Statistics**

		Q7	Q8	Q9	Q10	Q11	Q12	Mean2
N	Valid	138	138	138	138	138	138	138
	Missing	0	0	0	0	0	0	0
Mean		4.59	3.46	4.36	3.33	3.97	3.45	3.7089
Std. Deviation		1.044	1.019	1.025	1.461	1.273	1.485	.54856

Sources: SPSS results

**Table 15 :Descriptive Statistics**

		Q13	Q14	Q15	Q16	Q17	Q18	Mean3
N	Valid	138	138	138	138	138	138	138
	Missing	0	0	0	0	0	0	0
Mean		3.27	3.62	3.62	3.41	3.79	3.48	3.5302
Std. Deviation		1.677	1.198	1.369	1.236	1.298	1.510	.65817

Sources: SPSS results

decrease a stressful work environment and increase team-building activities.

**B- Abdul Ghafoor Awan & Sehar Saeed (2015), Conflict Management and Organizational Performance: A Case Study of Askari Bank Ltd.**

**Result:** The major findings are that Education does not have any effect on the opinion of respondents on Conflict Management Strategies. Similarly, there is no significant difference between the opinion of male and female respondents regarding the causes of conflict. However, there is a significant effect of conflict on organizational performance. They suggest that Management must adopt Conflict Management strategies that improve the Performance of the Organization, besides ensuring a free flow of communication between the management and the employee as well as promote interpersonal relationships among co-workers to boost their morale.

**C- Hasani, K. & Boroujerdi,S. &Sheikhesmaeili,S. &Aeini,T.(2014) , Identity of Organizational Conflict Framework: Evaluating Model Factors Based on Demographic characteristics in Iran.**

**Result:** The results of study showed that there is no significant difference between the causes of organizational conflict based on the gender. Also, there are significant differences among the causes of organizational conflict based on the variables of age, education and work experience.

**D- Irene A. Boateng (2014) Conflict Resolution in Organizational Analysis.**

**Result:** The findings of this research revealed some major causes of conflict in the organizations. This research identified the conflict resolutions policies that the organization has put in place to manage and resolve conflict in the organization, and employees' perception of these policies.

**E- Digvijaysinh Thakore (2013), Conflict and Conflict Management.**

**Result:** This paper presents types of conflict describe the benefits and detriments of conflict and present the causes of conflict. Strategies are also presented to prevent and to effectively manage conflict. Conflict is omnipresent feature at each of the organizational levels. Conflict may be functional or dysfunctional consequences, it is essential for management to explore various methods and techniques of conflict management. Wide range of conflict management intervention can be utilized to deal with conflict at various organizational levels.

**Researcher comments on previous studies**

By reviewing other researches, I can say Conflict in a workplace considered complex process has many reasons and requires good management to resolve conflicts between employees because when conflict is

managed poorly in the workplace, there is little chance of reaching effective resolutions to the problem situations that are sure to arise.

### Data analysis for demographic variable

In this part the researcher demonstrate the demographic variable based on Frequency as below:

Table no (2) refer to the majority of respondents (86) male and (52) female working at Ministry of Civil Service. Table no (3) refer to the majority of respondents less than 25 years (39.9%) while 26 responds between 26-35 years (18.8%) however, 35 respondents between 36-45 years (25.4%) and 22 respondents more than 45 years and their percentage (159.%).

Table no (4) refer to (64) respondents working at Ministry of Civil Service hold master degree (46.4%), while (22) respondents hold diploma degree (15.9%), and (36) respondents Of the study sample hold doctorate degrees and bachelor while (16) respondents hold other degree (11.6%).

Table no (5) refer to (50) respondents of the study sample working as an accountant and their percentage were (36.2%) while (44) respondents working as a manager and their percentage were (31.9%) while (4) of the study sample working as an engineer with (2.9 %), however (15) respondents working as an administrative staff with (10.9 %) also (25) respondents working in other position and their percentage were (18.1%).

Table no (6) refer to (46) respondents had experience less than 2 years (33.3 %) while (44) respondents had experience between 6 -8 years (31.9 %) and (29) respondents had experience between 3 -5 years (21.0 %) however (19) respondents of the study sample had experience more than 9 years (13.8 %).

### 11. Pearson correlation for validity (dimension One – Two –Three)

Pearson's correlation coefficient is the test statistics that measures the statistical relationship, or association, between two continuous variables. It is known as the best method of measuring the association between variables of interest because it is based on the method of covariance. It gives information about the magnitude of the association, or correlation, as well as the direction of the relationship.

**Based on SPSS result** shown in table (7), correlation is

significant at the (0.05) level in dimension one (causes of conflict) which reflect high Validity for data to be used for analysis.

**Based on SPSS result** shown in table (8), correlation is significant at the (0.05) level in dimension two (effects of conflict) which reflect high Validity for data to be used for analysis.

**Based on SPSS result** shown in table (9), correlation is significant at the (0.05) level in dimension three (What Technique do Managers Adopt in solving such Conflict) which reflect high Validity for data to be used for analysis.

### Cronbach's alpha for Reliability ( Q1-Q18)

Cronbach's alpha is a measure used to assess the reliability, or internal consistency, of a set of scale or test items. In other words, the reliability of any given measurement refers to the extent to which it is a consistent measure of a concept, and Cronbach's alpha is one way of measuring the strength of that consistency. **Based on SPSS result** shown in table (10 -11-12), **Cronbach's** alpha determines the internal consistency or average correlation of items in a survey instrument to gauge its reliability, table (10 -11-12) alpha coefficient greater than the minimum acceptable 60%.

### Analyzing research questions

#### Research questions one:

A- What are the perception of respondents toward main causes of conflict?

In order to answer above question, mean, standard deviations has been calculated for each statements in reasons of conflict in order to extract statistical information

Based on likert scale classification as below

- 1.00-1.80 Strongly Disagree
- 1.81-2.60 Disagree
- 2.61-3.40 Neutral
- 3.41-4.20 Agree
- 4.21-5.00 Strongly Agree

The finding indicated that (Q1& Q3) scored (4.62) and (4.43) which reflect that employees strongly agree about cause of conflict at Ministry of Civil Service come from

problems in communications process and ambiguity and role conflict. The results also indicated that total mean of question number (Q2& Q5) scored (3.98) and (3.99) which reflect also that employees agree about cause of conflict at Ministry of Civil Service come from poor flow of information and incompatible goals while the total mean for (Q4) is (3.33) which reflect neutral answer.

### **Research questions Two:**

**B-** What are the perception of respondents toward main effects of conflict?

In order to answer above question, mean, standard deviations has been calculated for each statements in effect of conflict in order to extract statistical information

Based on likert scale classification as below

- 1.00-1.80 Strongly Disagree
- 1.81-2.60 Disagree
- 2.61-3.40 Neutral
- 3.41-4.20 Agree
- 4.21-5.00 Strongly Agree

The finding indicated that (Q7& Q9) scored (4.59) and (4.36) which reflect that employees working at Ministry of Civil Service strongly agree about effect of conflict lead to lack of interest in work, Job dissatisfaction and low productivity .The results also indicated that total mean of question number (Q8 &Q11 &Q12) scored (3.46) and (3.97) and (3.45) which reflect also that employees agree about effect of conflict lead to low quality, lack of new ideas and resignation from work while the total mean for (Q10) is (3.33) which reflect neutral answer.

### **Research questions Three**

**C-** What Technique do Managers Adopt in solving such Conflict according to the perception of employees 'working in ministry of civil service.

In order to answer above question, mean, standard deviations has been calculated for each statements in effect of conflict in order to extract statistical information

Based on likert scale classification as below

- 1.00-1.80 Strongly Disagree
- 1.81-2.60 Disagree
- 2.61-3.40 Neutral
- 3.41-4.20 Agree
- 4.21-5.00 Strongly Agree

The finding indicated that (Q14& Q15 & Q16 & Q17& Q18) scored ( 3.62 3.62-3.41- 3.79- 3.48) which reflect that employees working at Ministry of Civil Service agree on managerial technique to manage conflict are Constant dialogue , Accommodating, Compromising , Avoiding , Dominating by force on other party and solving the problem while the total mean for (Q13) is (3.27) which reflect neutral answer.

### **CONCLUSION**

Conflict may seem to be a problem to some, but this isn't how conflict should be perceived. In some cases, conflict that is managed properly can be beneficial, as when it fosters an environment of healthy competition. However, conflict may also have a detrimental effect. As a manager or business owner, you need to be aware of potential sources of conflict within your work environment.

The purpose of this study is to evaluate employees' perception toward the causes, effects and techniques of conflict management applied study for the employees' working in ministry of civil service.

The target population of t this research is all employees working in Ministry of Civil Service in order to evaluate their Perceptions toward causes & effects and techniques of conflict.

The researcher has develop questionnaire which consists of Four-part questionnaire, the first part consists of five questions containing demographic information, The Second part consist of Six questions related to causes of organizational Conflict .The third part consist of Six questions related to effects of conflict The fourth part consist of 6 questions related to what technique do managers adopt in solving such Conflict. All the items were measured using five-point Likert scale ,five points for "Strongly agree", four points for "Agree", three points for "Neutral ", two points for "Disagree", and one point for "Strongly disagree".

Based on SPSS result shown in table (7 -8 -9), correlation is significant at the (0.05) level in dimension one (causes of conflict) and dimension two (effects of conflict) along with dimension three (What Techniques do Managers Adopt in solving such Conflict) which reflect high Validity for data to be used for analysis.

Based on SPSS result shown in table (10 -11-12), Cronbach's alpha determines the internal consistency or average correlation of items in a survey instrument to gauge its reliability, table (10 -11-12) alpha coefficient greater than the minimum acceptable 60%.

The finding indicated that (Q1& Q3) scored (4.62) and (4.43) which reflect that employees strongly agree about

cause of conflict at Ministry of Civil Service come from problems in communications process, ambiguity and role conflict.

The results also indicated that total mean of question number (Q2& Q5) scored (3.98) and (3.99) which reflect also that employees agree about cause of conflict at Ministry of Civil Service come from poor flow of information and incompatible goals while the total mean for (Q4) is (3.33) which reflect neutral answer.

The finding indicated that (Q7& Q9) scored (4.59) and (4.36) which reflect that Employees working at Ministry of Civil Service strongly agree about effect of conflict lead to lack of interest in work, Job dissatisfaction and low productivity.

The results also indicated that total mean of question number (Q8 &Q11 &Q12) scored (3.46) and (3.97) and (3.45) which reflect also that employees agree about effect of conflict lead to low quality, lack of new ideas and resignation from work while the total mean for (Q10) is (3.33) which reflect neutral answer.

The finding indicated that (Q14& Q15 & Q16 & Q17& Q18) scored

( 3.62 3.62-3.41- 3.79- 3.48) which reflect that employees working at Ministry of Civil Service agree on managerial technique to manage conflict are Constant dialogue , Accommodating, Compromising , Avoiding , Dominating by force on other party and solving the problem while the total mean for (Q13) is (3.27) which reflect neutral answer.

## RECOMMENDATION

Ministry of Civil Service in KSA should take into consideration the opinions of their employees by implementing proper tools and techniques to solve conflict .Conflict between employees require a complete management like other marketing management finance management, however below is some advanced tools to solve conflict:

- 1- Understanding the reasons behind workplace conflicts and clarifying the disagreement.
- 2- Building an effective communication channels.
- 3- Establish a specific SMART objectives for both parties.
- 4- Discuss ways to meet these objectives.
- 5-Determine the barriers to these objectives.
- 6- Agree on the best way to resolve the conflict.
- 7-Acknowledge the agreed upon solution and determine the responsibilities each party has in the resolution.

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